APPLIED ENGINEERING AND TECHNOLOGY DIRECTORATE (AETD) DIVERSITY MANAGEMENT POLICY

Workforce Diversity

It is the policy of **NASA's** GSFC to develop and maintain a vital and effective workforce by involving employees in the creation of a work environment conducive to their best performance according to the Center's values and goals. Our objective is to foster an organizational climate where employee diversity and mutual respect are catalysts for creativity and team effectiveness. Diversity includes a number of important human characteristics that affect an individual's values, opportunities, and perceptions of self and others at work. These primary characteristics include, but are not limited to: age, ethnicity, gender, ability, race, and sexual orientation. They also include secondary characteristics such as: geographic location, military experience, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, and education. In the year 2000, the Goddard Space Flight Center adapted its definition of diversity from *Implementing Diversity* by Marilyn Loden.

Diversity Management Policy

AETD is committed to cultivating and maintaining a work environment of trust, respect, and opportunity for all the members of its diverse workforce. AETD's work environment will enable people to achieve their individual success and maximize their personal contributions while fulfilling the Directorate's objective of product excellence.

That commitment is constantly manifested through:
- **A** management team that understands and is accountable for its responsibilities to cultivate an environment that values diversity in the workforce and that is accountable for making it happen.
- **A** workforce that understands its responsibility to trust and respect one another and to actively support the opportunity for all to contribute.
- **A** "living" plan that constantly reflects current diversity objectives and specific actions that are needed to produce diversity results.
- **A** measurement program that continually collects, measures, and analyzes diversity data to assess the impact of diversity initiative objectives.

By partaking in this journey, we promise that a more diverse workplace will expand our horizons to include more exciting projects, expand space technologies, and make us the premier provider of space systems. As champions of diversity, we all are accountable for modeling and promoting the appropriate practices that are necessary for the creation of an environment of dignity, integrity, respect, and trust. To that end, we will use the performance planning process to determine how we are doing.

AETD Diversity Management Practices

"A management team that understands its responsibilities to cultivate an environment that values diversity in the workforce and that is accountable for making it happen."
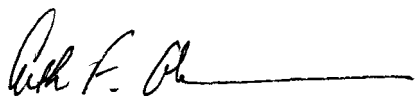
The AETD Management Team will:
- Create an environment that supports and encourages the contributions of all employees and is free of inappropriate and unlawful behavior.
- Communicate openly and honestly our expectations for behavior in the workplace and accept nothing less.
- Treat all employees with dignity and respect.
- Create and maintain a positive and supportive work environment that promotes participation by all employees in work activities for the benefit of the individual and the organization.
- Assign work equitably so employees have the opportunity to grow professionally.
- Seek to assign work so that diverse views are represented in decision-making.
- Communicate promotional and developmental opportunities to employees in a timely manner.
- Identify and eliminate conditions and non-merit factors that contribute to under representation at all organizational levels.
- Identify, eliminate, and prevent discrimination and harassment.
- Discipline those who create, foster, condone, or tolerate an intimidating, hostile, offensive, or abusive work environment.
- Serve as role models for the behavior that fosters a productive and hospitable work environment.

"A workforce that understands its responsibility to trust and respect one another and to actively support the opportunity for all to contribute."

Members of the AETD workforce will:
- Share the responsibility for ensuring a productive and hospitable workplace.
- Treat each other with dignity and respect.
- Work together harmoniously and effectively.
- Respect each other's contributions.
- Identify career goals and aspirations.
- Seek knowledge, skills, abilities, and experiences by staying productive in current positions and continuing to progress along career paths.
- Participate fully in training and developmental activities and then apply what was learned to the workplace.
- Not tolerate those who create, foster, or condone an intimidating, hostile, offensive, or abusive work environment.
- Discover how others wish to be treated and afford them that courtesy.
- Seek productive and efficient solutions to everyday problems that do not compromise the integrity of co-workers.
- Help and support co-workers so team members share in success.
- Be responsible for their own actions.

Through our signatures, we commit to these guiding policies and practices, which govern how we operate.

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Arthur F. Obenschain
Director, Applied Engineering and Technology

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Michael G. Ryschkewitsch
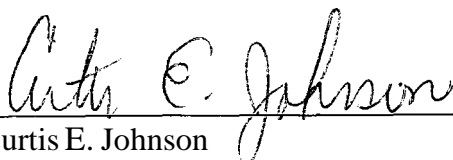Deputy Director, Applied Engineering and Technology

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Alda D. Simpson,
Associate Director, Applied Engineering and Technology

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Mitchell R. Brown
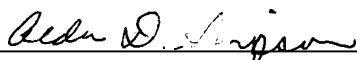Associate Director, Applied Engineering and Technology

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Curtis E. Johnson
Chief, Business Management Office

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Mark D. Brumfield (Acting)
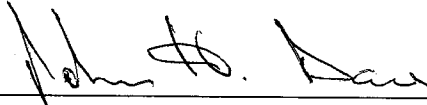Chief, Systems Engineering and Advanced Concepts Division
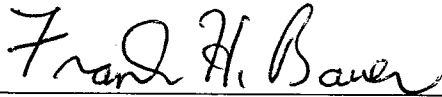

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Alda D. Simpson (Acting)
Chief, Mechanical Systems Center
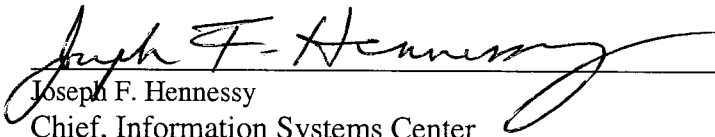
Carolyn A. Krebs
Chief, Instrument Systems and Technology Center

John H. Day
Chief, Electrical Systems Center

Frank H. Bauer
Chief, Guidance, Navigation & Control Center

Joseph F. Hennessy
Chief, Information Systems Center